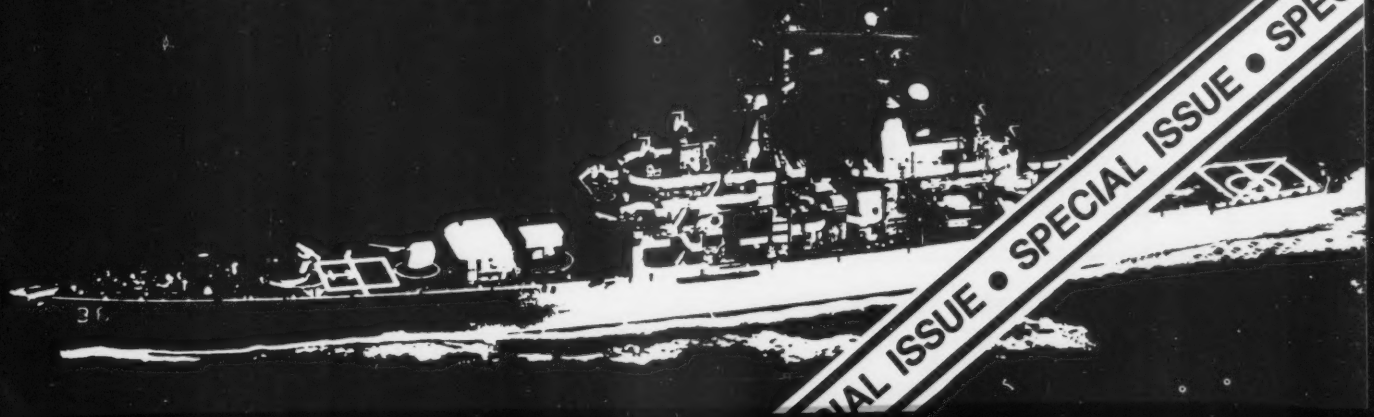
COMMANDER'S DIGEST
VOL. 19, NO. 3/JANUARY 29, 1976

THE GUARD & RESERVE IN THE TOTAL FORCE PROGRAM

EMPLOYER SUPPORT OF GUARD & RESERVE



SPECIAL ISSUE • SPECIAL ISSUE • SPECIAL ISSUE

Guard, Reserve Insure Total Force Capability

Donald H. Rumsfeld

The reliance of our Nation on its citizen-military forces is as old as the American Republic. Today, greater dependence is placed on the National Guard and Reserve Forces to make our Total Force policy a national defense reality.

A well-trained Guard and Reserve with swift, responsive capability insures our Total Force credibility. Such preparedness, however, requires that most of our civilian-employed Guard and Reserve personnel sacrifice much personal time throughout the year to prepare for rapid augmentation and deployment to the active forces in crisis situations.

To accomplish this vital mission, the Guard and Reserve need the complete support of our Nation's employers, and the American public. Employers, by assuring employees the freedom to participate actively in Guard and Reserve training without loss of job security or benefits, help insure a strong, cost-effective national defense.

Today Guard and Reserve components of the Armed Forces are sharing increased responsibilities under the Total Force policy. For their firm commitment to this Nation, the National Guard and the Reserve Forces deserve our gratitude and support.

Donald Rumsfeld

WHAT DOES TOTAL FORCE REALLY MEAN?

The defense of the United States during the 1970s and 1980s is based on a "Total Force Program": a combination of Active, National Guard and Reserve military forces which provides the security structure essential to the defense of the country.

Under this precept, future build-ups of military forces during national crises will come from manpower and assets of the Guard and Reserve without immediate recourse to a selective service system.

The rationale for this concept is two-fold:

—First, the defense policy of the United States requires forces-in-being: forces manned with people already trained in modern equipment and ready to respond immediately.

—Second, markedly lower personnel and operating costs are involved: to get the most for the taxpayer's military manpower dollars, the Total Force is the best bargain.

The Department of Defense has three objectives for the Total Force Program:

—Active-Reserve force integration with elimination of the "peace-time only" organizations.

—Total management of both Active and Reserve forces.

—Emphasis on combat capabilities of the Total Force.

The Total Force Program has had significant success in recent years in shaping American military forces. Further progress in the area of the Reserves will continue to require that:

—It be recognized that the needs of deterence, peacetime presence, and immediate response demand that major portions of the force be Active.

—Essential missions must be identified within the capabilities of the Reserves and honed to perfection.

—Specific missions must be assigned to the Reserves, and their capabilities tested.

—The Reserves must be continued to be supplied with modern equipment so that no force is maintained for which there is not useful equipment, and no equipment maintained for which there is no useful force.

The success of total integration of the Active and Reserve forces is also contingent on greater responsibility being placed on the Active force for improved, more realistic training of the Reserve—and their training as actual elements of the Active force.

The planning and management of Active and Reserve component forces must be blended into a coherent whole to prevent fragmentation during actual or simulated national crisis.

The Total Force Program was supported in the Fiscal Year 1976-1980 five-year Defense program on which the Defense portion of the Fiscal Year 1976 President's budget is based.

The Fiscal Year 1977-1981 Total Force Program of the Secretary of Defense will assure further progress toward the Total Force goal.

It is fully recognized that the understanding and support by American employers who have Guardsmen and Reservists on their payrolls is vital to the viability of the Total Force Program.

Total Force planning is not new to the United States. Concepts to make the Reserve components useful adjuncts to the standing Active force are as old as the Republic.

But, modern technology demands more of the citizen-solider than was required during the first 200 years of the Nation. Today's soldier:

—must be trained in modern technology,

—must be equipped with up-to-date weapons

—must be ready to respond immediately to a contingency situation and

—able to identify with the Active force chain-of-command.

The Toral Force? It is the U.S. Army, Navy, Air Force, Marine Corps merged with the National Guard, Air National Guard, U. S. Army, Navy, Air Force, and Marine Corps Reserves, and, during wartime, the U. S. Coast Guard and Coast Guard Reserve blended into a single cohesive body which responds to total Department of Defense management.

Committee Has Key Assignment

Employer Support Aids National

During this decade the people of the United States have seen much national trauma which has affected their thoughts on the defense concepts with which they have lived since the days of World War II. They have watched the spiraling costs of maintaining the Defense establishment at a level deemed necessary to protect the country and its interests.

A dramatic erosion also has been seen in public attitudes toward Selective Service—the means of providing manpower in adequate number for the military services upon which America had depended through cold war and conflict for more than a quarter of a century.

At the beginning of this decade, anticipation of the end of the draft by mid-1973 opened a void. Those leaders in Washington charged with the security of the country knew that an adequate defense required a force-in-being, or forces manned by people who were already trained in modern equipment and ready to respond immediately.

And yet, the good citizens of the United States could not afford the luxury of a standing military force of the size necessary to meet commitments to themselves and to their allies.

With this in mind, Defense planning for the 1970s and 1980s was based on a brilliantly conceived concept termed the "Total Force Program"—a combination of active, National Guard and Reserve military forces which would provide the security structure essential to the defense of the United States.

Under this precept, future augmentation of the active forces during National crises will come from manpower and assets of the Guard and Reserve without immediate recourse to Selective Service.

In order to make this Total Force concept work, the Department of Defense established three basic objectives:

- Integration of the Reserve Force into the active structure.
- Total Mangement of this combined force.
- Emphasis on combat capabilities of all elements.

Numerically, the military forces total about three million people. Nine hundred, twenty-five thousand or about 30 per cent are members of Guard and Reserve units. These numbers are mandated by Congress.

By James M. Roche, Chairman National Committee for Employer Support of the Guard and Reserve

---

This "Total Force" is one of the best bargains ever offered the American people. It permits the maintaining of a manpower reserve of almost a million men—adequately trained and equipped—to augment the more than two million-man active forces. The bargain is that the cost of maintaining these reservists is a small fraction of the annual bill paid for the active forces.

From other standpoints of costs, the Total Force policy offers many advantages. Today the U. S. military personnel compensation rates are closer to civilian compensation levels than ever before, and they are closer to civilian compensation rates than in any other country in the world.

As a result, personnel compensation costs presently represent 56 percent of the total defense budget. In contrast, the Soviet Union is estimated to spend only 26-28 percent of its total defense budget for personnel compensation. It is estimated that the Soviet Union and the United States spend approximately the same dollar amount for defense purposes but, U. S. personnel compensation costs are twice as high as they are for the Soviets. This means that the Soviet defense funds available for weapons systems and hardware are 50 percent above that of the United States. This is something that must be taken into account when considering the defense budget.

Presently, it costs $10,000 to pay, clothe, and feed one member of the active forces on an annual average basis. In contrast, the average annual cost to sustain one member of the Guard or Reserve force is only $2,000. Certainly a cost ratio of five to one is a most important budget consideration, and this is a bargain in any language.

However, a fully-manned, equipped and trained Guard and Reserve force—prepared to respond whenever necessary—is an integral element of this Total Force, and its existence and effectiveness demand the full support of American employers who have men and women of the Guard and Reserve on their payrolls to permit them to participate in mandatory training activities without actual or threatened career penalty.

In the months prior to the end of the draft, draft-motivated participation in the Guard and Reserve began to wane. Coupled with subtle changes in employer attitudes—steming from a number of factors, including the economic situation—this growing atmosphere threatened the viability of the Guard and Reserve, and, of course, The Total Force Program.

In recognition of the need for public and private support, the White House in 1972 announced the formation of a group called "The National Committee for Employer Support of the Guard and Reserve." This committee consists of two elements:

- A 21-man executive committee for overall direction of the program, and

Defense

• A 250-member field operations council to assist work in the local communities.

The members of these two elements are top American leaders of industry, business, labor, government, media and the professions at the national, regional, state and local levels. It was assured that there was an adequate mix of management, labor and public servants, and that they were geographically well dispersed.

The committee was charged with the responsibility to develop programs to enlist the support of American employers in the design—and implementation—of personnel practices and policies which will not only permit but would tacitly encourage employee participation in the Guard and Reserve.

The technique which the committee adopted was to have management sign a document called a "Statement of Support." This statement also was signed by the Secretary of Defense and by the National Chairman of the Committee for Employer Support of the Guard and Reserve. It includes a commitment which recognizes and supports the importance of the program in the interest of the security of the country and states that:

• Their employees' job and career opportunities will not be limited or reduced because of service in the Guard and Reserve.

• Their employees will be granted leaves of absences without sacrifice of vacation time, and

• The agreement will be widely publicized throughout the organization.

The accomplishments of the National committee during its three-year existence has been a most gratifying reflection on American Business management.

More than 60 percent of the total work force of the United States is now under the umbrella of this state of

James M. Roche was appointed by the President to the chairmanship of the National Committee for Employer Support of the Guard and Reserve on June 22, 1972. He is the former chairman of the board and chief executive officer of General Motors, a position he held until his retirement on Dec. 31, 1971. He remains a member of the Board of Directors and the Finance Committee.

At the age of 21 he took a job as a statistician at GM's Cadillac Motor Car Division, Chicago Sales and Service Branch, and within a year he was named assistant to the Chicago branch manager. His success in Chicago prompted his transfer in 1931 to New York as assistant regional business manager. In 1933 he was transferred to Detroit as assistant manager of the Cadillac Business Management Department. Two years later, he was appointed national business management manager for Cadillac.

Roche achieved the top rung in the Cadillac organization on Jan. 1, 1957, being named general manager and a vice president of General Motors. Under his direction, the division produced and sold over half a million vehicles in the three and a half years he served as general manager.

He was assigned to the corporate staff on June 1, 1960 as vice president in charge of the distribution staff with overall responsibility for sales, marketing, merchandising and advertising, service, parts, dealer relations and the development of corporation distribution policies.

On Sept. 1, 1962, he was elected an executive vice president and a member of the board of directors. It was from this assignment that he was elected GM's 13th president.

His long-time community participation was recognized in December, 1966, when he received the Brotherhood Award presented by the Detroit Round

James M. Roche

Table, National Conference of Christian and Jews.

Among his civic responsibilities is membership in New Detroit, Inc., an organization formed to aid the city after the July 1967 civil distrubances. Roche also serves on the National Advisory Council on Minority Business Enterprise and as a vice chairman of the Urban Coalition. In 1968 and 1969 he was president of the Detroit Press Club Foundation, an organization dedicated to rewarding excellence in professional journalism.

Since Dec. 1967, he has been a member of the Business Council. In July 1970, he was named member of the National Commission on Productivity.

In December 1968, he was elected chairman of the Radio Free Europe Fund and in December 1970, he was given the Advertising Council's highest award for public service achievement.

Roche holds six honorary degrees: doctor of laws from John Carroll University, Fordham University, Michigan State University and Eastern Michigan University; doctor of science from Judson College and doctor of commercial science from Niagara University.

He and his wife, the former Louise McMillan of Elgin, reside in Bloomfield Hills, Michigan, and have three married children, a daughter and two sons.

support and this represents a manpower pool of 50 million people.

The National Committee for Employer Support of the Guard and Reserve has had a major impact on American business practices. However, it would be imprudent for the committee to rest on its laurels.

It is true that many large and small employers have adopted good, practical, and adequate policies to encourage Guard and Reserve membership. The following three paragraphs include them.

First, a policy which provides a military leave of absence for the annual two-week training period with no sacrifice of personal vacation time.

Secondly, many companies provide compensation in the form of full pay or making up the difference between military pay and normal pay for the annual two-week training period. With the smaller difference between military and civilian compensation, the amount of makeup pay is not great. Consequently, more and more employers are now following such a practice. A recent Prentice-Hall survey indicated that more than 56 percent of plant employees and 85 percent of office employees are paid in whole or in part for time spent in the annual military training programs. This is a good practice demonstrating positive employer support.

Third, good employer policies also provide, at a minimum, for the same promotional opportunities for Guard and Reserve members as for other employees who do not participate.

However, in spite of these progressive policies, in some instances they are not always implemented at lower levels of supervision. Usually this results from a lack of communication rather than intent. Thus adequate followup and top management interest is essential.

The committee also is fully aware that in practically all instances no positive action is taken by employers to encourage Guard and Reserve membership—although in many cases that employee will return from training better equipped in the very profession which is pursued in his or her civilian role. It is hopeful that greater efforts by the committee will result in eventual actions by employers to encourage enlistments; and—just as important—re-enlistments.

It is a very simple fact that the handicap of losing an employee for training is more than compensated for when one estimates the cost—the taxes involved—in maintaining an active force of the size provided by the Total Force Program.

But, there is another side of the Total Force coin of which to be aware. While in the past members of the committee have talked about a Total Force of the future, it can now discuss what steps have already been taken to make this concept a fact-in-being—a Defense Department policy.

The Guard and Reserve program includes: The National Guard Bureau with its Army and Air National Guard elements, The Air Force Reserve, The Naval Reserve, The Marine Reserve and the Coast Guard Reserve.

The National Guard—Army and Air—represent about 495,000 men. The Reserve—Army, Navy, Air Force, and Marine, and Coast Guard—include another 420,000 men. The following examples show the integration of the Reserve into the active.

The Army is adding three active divisions—for a total of 16 active and 8 reserve divisions—with no increase in manpower since Reserve brigades are becoming organic elements of some of the new divisions.

The Navy is operating a five-ship program manned by a crew made up of 80 percent active and 20 percent Reserve personnel. If this test proves successful, the program will be extended to any surface combatant ship not required to rotate during peacetime to overseas areas.

The Air Force is collocating one Reserve strategic airlift squadron with each of its 17 active airlift squadrons.

The Coast Guard is changing to direct participation by its members in day-to-day, peakload and emergency operations of the regular Coast Guard.

In all cases, taxpayers are getting additional elements organic to active units without any increase in active force manpower and at a fraction of the cost of active forces.

Who are these guardsmen and reservists? They come from all walks of life and represent almost the entire spectrum of American Society. They are telephone repairmen, teachers, postmen, garage mechanics, hospital nurses, bus drivers and many more.

They are a part of the work force of 80 million people employed by 12 million employers. They represent but one-two hundredth of the population, yet provide 30 percent of this Nation's security establishment.

In this year of our bicentennial celebration, one can pause to reflect on the changes in the very nature of soldiering during the lifetime of this Republic.

In 1775, the Minutemen pledged themselves to take the field at a moment's notice. The Minuteman was self-trained—he had learned to shoot and stalk game from childhood—and all he needed to do was grab his rifle and powder, and shot, to be able to respond. It seems to have been quite simple then.

The requirements of today, however, are much more demanding. Modern technology requires a minimum basic level of education, while only a small percentage of the original Minutemen had an adequate grasp of reading and writing. This basic level of education is followed by intensive training in the use of highly technical equipment.

The single-shot, muzzle-loaded rifle of 1776 was adequate for the battles of 200 years ago. But, its counterpart today is an intricate, complex instrument because ready forces must be armed with the most advanced weaponry available.

But, one basic factor has remained completely unaltered over these many, many years. The guardsmen and reservists of 1976 deserve and need the same support and understanding of their role as their ancestors merited when they fought under General Washington.

ASSISTANT SECRETARY OF DEFENSE (MANPOWER AND RESERVE AFFAIRS)

The Assistant Secretary of Defense for Manpower and Reserve Affairs is the principal staff assistant to the Secretary of Defense for developing policies and legislative proposals in the active and reserve manpower areas.

His responsibilities include the fields of manpower and personnel plans, policy and management; manpower requirements; and military and civilian compensation, including retired pay.

He is also tasked with education and individual training; civil rights and equal opportunity; religious, morale and welfare matters; per diem, travel and transportation allowances; and federal voting assistance.

The Assistant Secretary's obligation for activities of the National Committee for Employer Support of the Guard and Reserve falls within three specific missions of his office:

- Reserve component (including Reserve Officers Training Corps) affairs; and
- The Armed Forces Information Program, which includes DoD's electronic media (American Forces Radio and Television), print media (internal publications including newspapers and pamphlets), and audio-visual.
- The Reserve Forces Policy Board.

☆ ☆ ☆ ☆

WILLIAM K. BREHM ASSISTANT SECRETARY OF DEFENSE (MANPOWER & RESERVE AFFAIRS)

William K. Brehm was nominated to be Assistant Secretary of Defense (Manpower and Reserve Affairs) by President Richard M. Nixon on July 30, 1973, confirmed by the Senate on Aug. 3, 1973, and assumed the responsibilities of the office on Sept. 1, 1973.

He was born on March 29, 1929, in Dearborn, Michigan. He received his B.S. (1950) and M.S. (1952) degrees in mathematics from the University of Michigan.

From 1952 to 1964 Mr. Brehm worked in the aerospace industry on advanced systems development and corporate planning with General Dynamics Corporation and North American Aviation, Incorporated.

From 1952 to 1964 Brehm the Systems Analysis office in the Office of the Secretary of Defense first as Director for Land Forces Programs and later as Deputy Assistant Secretary (Land Forces Programs).

From 1968 to 1970 he was Assistant Secretary of the Army (Manpower and Reserve Affairs). In December 1970 Brehm became vice president for corporate development of Dart Industries. He held this position until returning to the Pentagon.

He is married to the former Delores Soderquist. The Brehms have two children, Eric and Lisa.

DEPUTY ASSISTANT SECRETARY OF DEFENSE (RESERVE AFFAIRS)

The Office of the Deputy Assistant Secretary of Defense for Reserve Affairs was established as a result of Congressional enactment of the Reserve Bill of Rights and Vitalization Act of 1967.

The Deputy Assistant Secretary is chief counsel to ASD(M&RA) on all matters pertaining to manpower and personnel plans, policy, management and requirements of the Guard and Reserve forces.

His office is divided into three divisions involved with personnel programs, readiness and mobilization, and fiscal matters.

WILL HILL TANKERSLEY DEPUTY ASSISTANT SECRETARY OF DEFENSE (RESERVE AFFAIRS)

President Ford nominated Will Hill Tankersley to be Deputy Assistant Secretary of Defense for Reserve Affairs on Sept. 5, 1974. Tankersley was confirmed by the Senate on Oct. 4, 1974, and sworn in on Oct. 21, 1974.

Prior to his appointment as Deputy Assistant Secretary of Defense for Reserve Affairs, Tankersley was vice president and director of Sterne, Agee & Leach, Inc., an Alabama New York Stock Exchange member firm.

He was born Feb. 10, 1928, at Montgomery, Alabama. He attended The Citadel for two years before entering the U.S. Military Academy, from which he was graduated in 1950. He later earned a M.S. in Economics from Auburn University.

Reserve Forces Policy Board Advises Defense Secretary

The Reserve Forces Policy Board was established by the Armed Forces Reserve Act of 1952 as the "principal policy adviser to the Secretary of Defense on matters pertaining to the Reserve Components." By law, the board renders advice to the Secretary through the Assistant Secretary of Defense for Manpower and Reserve Affairs.

By statute the board is composed of a civilian chairman, the three Service Assistant Secretaries for Manpower and Reserve Affairs, a regular officer from each military service, two reserve officers from each of the six Reserve components, an officer of the Coast Guard and a Reserve general or flag officer who serves on active duty as military executive.

The Reserve component members, a majority, bring to the Board extensive and diverse Reserve experience in the field. Procedures governing appointment enable this group of members to be composed of officers who are independent thinkers and have achieved exemplary success in their civilian endeavors.

These Reserve members are capable of communicating effectively upward to the highest levels of Defense leadership and downward to their own Reserve personnel. Each is an effective spokesman within his civilian community on behalf of the Defense requirements of the nation.

As early as 1964 the Policy Board expressed its view that Defense should manage its Reserve forces in a manner permitting them to "be ready" to meet contingencies rather than having to "get ready" for large scale mobilization. In essence, the Board's rationale was a foreshadow of what was to become the "Total Force Program" some nine years later.

During the period 1968-1975 more than 50 percent of the Board's recommendations to the Secretary were on matters pertaining to recruiting and retention of quality reservists. Among the recommendations adopted were extension of Servicemen's Group Life INsurance (SGLI) to participating members of the Reserves, expanded Exchange privileges for these reservists, and recruiting and placing in a drill pay status bona fide high school students.

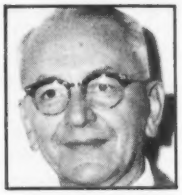
From its earliest days the Board took the initiative in seeking ways to enhance public understanding of the role of the Reserve forces in the total national defense strategy. It continues its special emphasis on informing the public about Reserve affairs on the premise that such action is a positive factor in sustaining required Reserve force resources.

Each Military Service and the Coast Guard has its own Reserve Policy Board or Reserve Policy Committee. The Services use these boards and committees to provide Reserve component points of view on pending or proposed actions, and to assist in communicating the results to the Reserve community—especially to such military-oriented organizations as the Reserve Officers Association and the National Guard Association of the United States.

With Reserve component aspects being necessarily considered as part of every action involving military planning under the Total Force Program, the desirability of broad-based advice from the leadership of the non-active duty Reservists is imperative.

This is the function of the Reserve Forces Policy Board.

JOHN SLEZAK



John Slezak has been chairman of the Reserve Forces Policy Board since 1957.

He was born in Czechoslavakia, came to the United States at the age of 20 and carved a distinguished career in industry and public life.

He has served as an Army enlisted man, Army officer on active duty and in the Reserves, and later was Assistant Secretary and Under Secretary of the Army.

He has many business and civic affiliations, but never misses a board meeting or major Reserve Officers Association function.

Chairman Slezak twice was awarded the Legion of Merit. He has received numerous other awards in his profession as an engineer and from many organizations, including the Reserve Officers Association's National Distinguished Service citation.

Maj. Gen. W. STANFORD SMITH,

Maj. Gen. W. Stanford Smith, U.S., Army Reserve, is military advisor to the chairman of the Reserve Forces Policy Board and executive office and a member of the Board. General Smith took over the position on Jan. 6, 1975.

General Smith is a graduate of the U.S. Army Command and General Staff College, and the U.S. Army War College.

In 1971-1972, General Smith served as Department of Defense Project Officer for the first visit to the United States by the Interallied Confederation of Reserve Officers, the reserve organization of the NATO countries. For this work he received the Legion of Merit.

General and Mrs. Smith live in Reston, Virginia.

Army, Air Guard Units Ready For Combat Action

The National Guard, with nearly a half-million Army and Air members, will observe its 340th anniversary during the nation's Bicentennial Year. Heading the list will be the oldest continuing color bearing unit in the Army and the National Guard, the Middlesex Regiment of Massachusetts—with its North, South and East regiments—founded in 1636.

Adjutants General of the 50 states and three territories—the Commonwealth of Puerto Rico, the Virgin Islands and the District of Columbia—are working closely with appropriate defense agencies to accomplish objectives in an environment of increased reliance on the Guard and Reserve forces.

The Army Guard has a total of 3,286 units with more than two-thirds, or 2,561 being combat units. These figures represent about 46 per cent of the Army's combat elements. There is a total of 1,038 federally recognized Air units.

Maj. Gen. LaVern E. Weber, chief of the National Guard Bureau, in his annual report to the states said it was a "source of great pride to Army and Air National Guardsmen and women that a major portion of the current force structure is, in fact, dedicated to the contingency plans of the Department of Defense."

A major goal in the last year has resulted in impressive gains in women's participation. Army guard enlistments have grown from zero in 1971, when the program opened to more than 8,000 by 1975. The appointment of more than 300 officers accompanied the enlistment gain. On the Air side, there are 3,164 enlisted women and 435 officers.

The National Guard also is

Members of a Army National Guard medical company transport a critically injured civilian to a hospital.

involved in an aggressive goal for equal opportunity and treatment of all personnel with emphasis on each unit reflecting the ethnic makeup of the community in which it is located.

Military support to civil authorities, generally associated with the state mission of the Guard, reflected the trend of the last several years of continuing reliance on the Guard in civil disorders and natural disasters. During 1975, the Guard was called on 220 times in 44 states. Seventeen calls were for civil disturbance and 205 for natural disaster recovery.

A major organizational change in the Army Guard was the realignment of three of the Guard's eight divisions. The 28th Infantry Division, previously split between Pennsylvania, Virginia and Maryland, was realigned entirely within Pennsylvania. As a result of this realignment, one armored cavalry regiment was inactivated; one separate infantry brigade, three separate infantry battalions, and one separate artillery battalion were trained in both Virginia and Maryland. The 42nd Infantry Division, now in New York, consolidated elements previously split between Pennsylvania and New York.

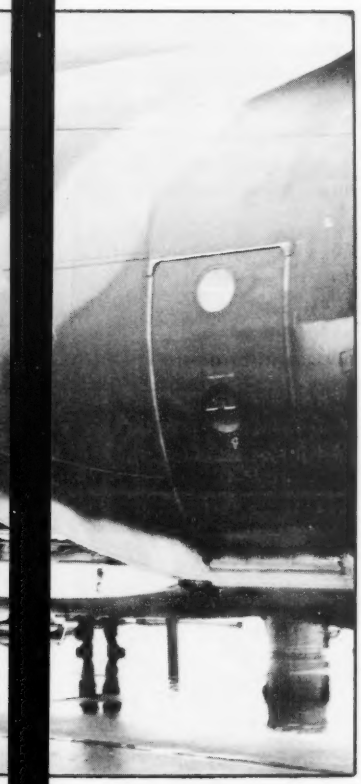
The 50th Armored Division was realigned from the tri-state to the bi-state configuration by inactivating units in New York and reactivating them in New Jersey, leaving the division split between New Jersey and Vermont. Four of the eight Army National Guard divisions are now in the single state configuration, improving the span of command and control and the training posture.

The Army Guard "roundout program", where new avenues for shared training responsibilities are explored, continued with the 256th Infantry Brigade in Louisiana to a divisional brigade configuration with the Fifth Infantry, Ft. Polk, Louisiana, and the 48th Infantry Brigade (Mech), Georgia with the 24th Infantry Division, Ft. Stewart, Georgia.

Already in the program was the 29th Separate Infantry Brigade, Hawaii National Guard, to a divisional brigade configured to function as an element of the Army's 25th Division. Feedback from the program has been most encouraging and the success may offer new opportunities and challenges for the future which should enable the Army National Guard and the U.S. Army to work together organizationally.

The Reserve Component affiliation program moved into the second year with the Army Guard and the Army Reserve combat units "affiliated" with active Army units designed to improve training readiness and enable Reserve component units to train alongside their active counterparts at military posts but with command and control of the Reserve units remaining with the Guard and Reserve.

The mutual support affiliation program enables the active units to better understand the organization and capabilities of the Reserve units and provides the Reserve with better training capabilities and the opportunity to work alongside active Army units with whom they might be deployed



Army National Guardsmen negotiate a water obstacle (above) while Air National Guardsmen load cargo.

during a mobilization. A total of 96 Reserve component battalions will assume affiliation roles during Fiscal Year 1976.

The Air National Guard, with an authorized strength of 95,000, is comprised of 24 wings, 91 flying units, plus support units and more than 290 specialized non-flying ground support units.

The Air Guard plays a vital role in the Nation's air defense and in providing the Air Force with combat-ready units which are immediately available for duty.

Comprising 30 per cent of the Air Force's Tactical Air Command strength and 70 per cent of the Aerospace Defense Command jet-interceptor fleet, the Air National Guard provides a major portion of the air defense capability for the Continental United States and Puerto Rico and provides the entire air defense capability for Hawaii.

When serving in a state-mission status, the Air National Guard units are invaluable in assisting local authorities during natural disasters, civil disturbances and a multitude of other emergency situations. For example, during 1974, Ohio Air Guard units spent several weeks assisting tornado victims in Xenia, Ohio. Also, Air National Guard tactical airlift units from several states flew flood and emergency medical supplies to Honduras to assist the thousands of persons left hungry and homeless by Hurricane Fifi. Air National Guardsmen have demonstrated their various job skills by providing vital communications in areas that have become isolated as a result of some form of disaster. An example would be the fire-fighting support rendered at Kansas City International Airport in late 1975 during a walkout by Kansas City firemen.

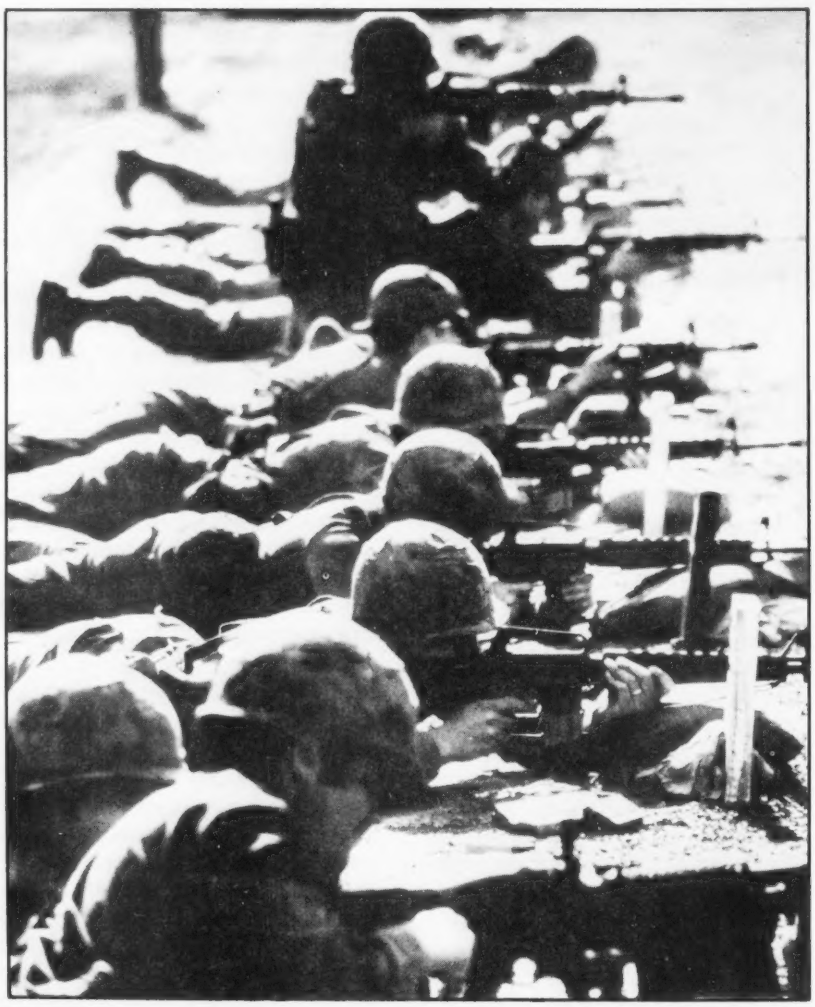
All Air National Guard units are assigned, for mobilization purposes, to active Air Force commands establishing training standards, advising the units on tactical matters and inspecting and evaluating the Air Guard's compliance with the Air Force programs. Upon mobilization, the Air Guard units take their places in the organizational structure of their respective gaining Air Force commands.

Operating 19 different types of mission aircraft, the Air National Guard, with its 91 flying units, is continually receiving more modern and powerful aircraft.

The Air Guard has converted 85 per cent of its flying units within the last five years to more modern and effective equipment. A new and exciting mission now is one involving KC-135 jet aircraft to support the Strategic Air Command. The Air Guard also is flying the sophisticated A-7 and the R-F and F-4 Phantom. One-third of the 91 Air squadrons have a tactical fighter mission providing close air support for ground forces.

Since its inception, the National Guard—dating to early militia—remains the only American military force with a dual state and federal mission. In peacetime and until federally mobilized, the guard units of each state and territory belong to the state or territory and are under the command of its Governor and the Adjutant General.

'Readiness' Key Word For Army Reserve



Today's U. S. Army Reserve (USAR) has moved into a strong and important association with the Active Army.

The key word in the Army Reserve is *Readiness*. The readiness of Reserve units and personnel is vital and real.

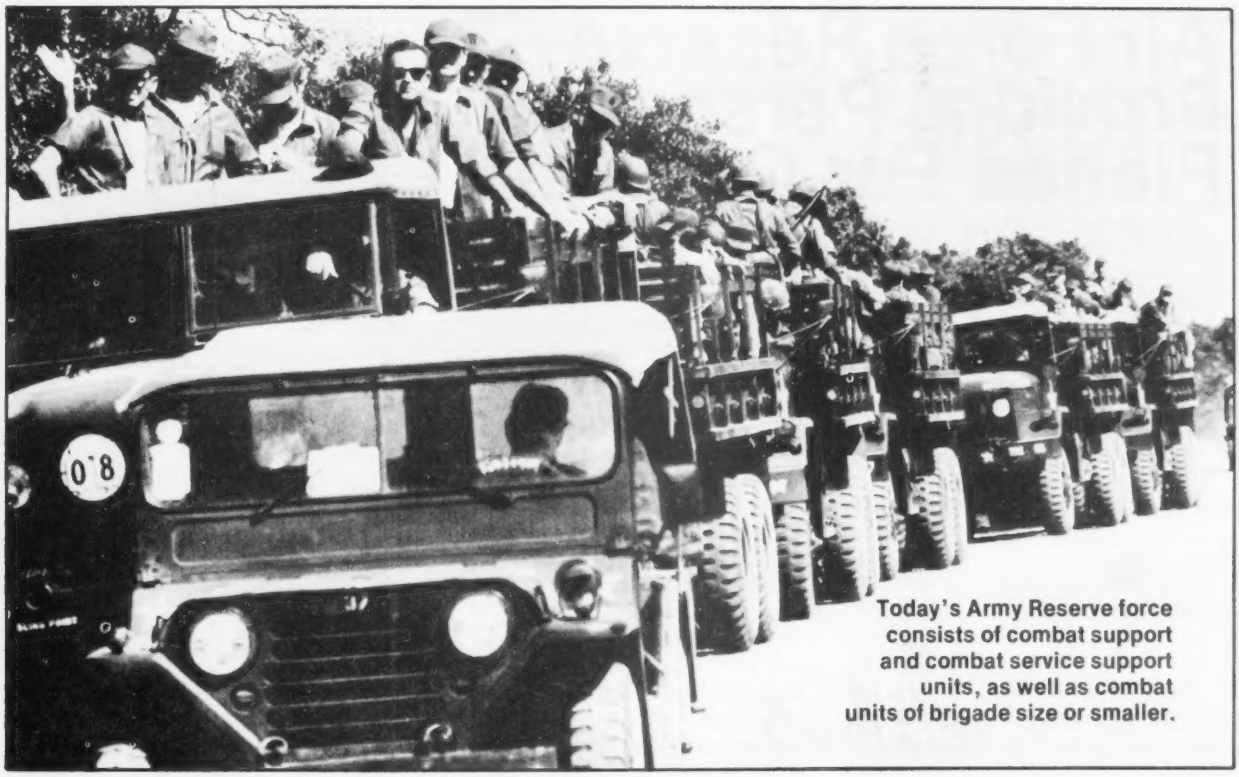
The official birth date of the Army Reserve is April 23, 1908, but its traditions can be traced to the colonial militia. Units at that time were of two types; the common militia and the volunteer militia. The first was an organized body of men under compulsory military service, the latter were volunteers from the common militia who agreed to answer an immediate call to arms, such as the Minutemen of Lexington and Concord. The tradition of the Citizen-Soldier of 1776 forms the spirit of Army Reserve service in 1976.

The modern Army Reserve began with the establishment of the Medical Corps Reserve on April 23, 1908. Army Reservists, primarily officers, served in both World Wars. Twenty-six divisions and support units organized after World War I were mobilized for World War II.

A twenty-five division Reserve force was organized following World War II and consisted of Airborne, Armor and Infantry units which were authorized training pay. Beginning in 1953 some combat divisions were converted to training divisions and others were phased out. The USAR shares this mission with the National Guard, but the USAR differs in that it is a purely federal force.

Today's USAR force consists of combat support and combat service support units, as well as some combat units of brigade size or smaller. Additionally, there are 12 training divisions, two maneuver area commands and nine maneuver training commands in the USAR troop structure.

There are 64 USAR General Officer Commands. The total number of company/detachment size units fluctuates as Army requirements



Today's Army Reserve force consists of combat support and combat service support units, as well as combat units of brigade size or smaller.

change. The type and size of these units vary. Certain units such as Maneuver Area Commands, Maneuver Training Commands, Training Divisions, Military Police P.O.W. Commands, Railway Command Headquarters and Civil Defense support units are found only in the USAR.

Since World War II, there have been three major USAR mobilizations. Army Reserve members formed 64 percent of the 380,000 Reservists mobilized for Korea. Sixty one percent of 114,000 individuals called to duty during the Berlin crisis were members of the Army Reserve. Forty-five USAR units consisting of more than 3,500 Reservists were deployed in Vietnam.

The USAR mission may be briefly stated: To provide trained units and individuals in support of Active Army Mobilization plans. The USAR has been designated by the Secretary of Defense as the primary source of both units and individuals for initial expansion of the Army in the event of future emergencies.

Medical activities have a special emphasis in the USAR. About 18 percent of the officer corps and about 15 percent of the enlisted strength are medical personnel. Each year USAR medical units contribute thousands of man-hours during Annual Training and Inactive Duty Training to Active Army hospitals, clinics, dispensaries and laboratories. In addition to supporting the Active Army many of the medical units are involved in community related programs. They assist in county, city and metropolitan hospitals and clinics, VA hospitals, and other medical and dental programs.

The other branches in the USAR have also been very active with community programs and have participated in thousands of public service activities. Reserve units have conducted projects to improve the environment, assist the elderly, and work with youth groups.

There are roughly 220,000 soldiers currently serving in Army Reserve units. Of that number 17,124 are women. The long range goal is to have 40,000 women in the Reserve by FY 1981. This is a realistic objective especially since 90 percent of all MOS's are now open to women. The Army Reserve is also achieving great success in the Equal Opportunity Employment Program and is continuing its program to recruit minorities.

Inadequate defense in a sometimes hostile world could spell disaster for our country. The Army Reserve with both units and individual Reservists is vital to the security of the Nation, and its freedom. A major factor today is that if war comes, there will be no time after mobilization to train and get ready. The Reserve units will be needed within days—not weeks or months. The Citizen-Soldier has never failed the Nation in time of crisis.

Air Force Reserve Provides Personnel, Planes For Combat

The Chief of Air Force Reserve is a Reserve major general ordered to active duty to head the Office of Air Force Reserve, Headquarters, United State Air Force (AFRES). As such, he is the principal advisor to the Air Force chief of staff on all Air Force Reserve matters.

He develops overall policy for the Air Force Reserve and provides direction to the two separate operating agencies within the Air Force Reserve: Headquarters Air Force Reserve, Robins AFB, Georgia, and the Air Reserve Personnel Center (ARPC), Denver, Colorado. He also coordinates with and assists the other air staff agencies in the development of broad policies, plans, and programs pertaining to the Air Force Reserve.

To assist him in his air staff duties, he has a deputy chief and a staff to provide functional support. In addition to duties as a member of the Air Staff, the Chief of Air Force Reserve also acts as commander of AFRES which oversees the daily operating activities of Air Force Reserve units.

The Air Force Reserve (USAFR) contributes to the national security by providing a well-trained, immediately available military force serving as an integral part of the U. S. Total Force. It is composed of citizens from all walks of life for whom national service is a continuing commitment.

MISSION AND OBJECTIVES

The USAFR mission is to provide trained units and qualified individuals immediately available for active Air Force duty in time of national emergency and as the national security may require. They must be responsive to situations covering the entire spectrum of warfare—from the mere threat to general war.

To satisfy this mission, the USAFR follows programs of recruitment, training, and operational support, having these objectives:

- To make possible the immediate augmentation of the active Air Force in time of full selective, total, or partial mobilization.
- To provide for the replacement of losses through attrition or combat and for the the deployment of new combat or support forces.

The vice commander and chief operating official of AFRES is also a Reserve major general ordered to extended active duty at Robins AFB. Day-to-day operations of the command are managed through the following three regions:

- The Eastern Air Force Reserve Region, headquartered at Dobbins AFB, Ga.;
- Central Air Force Reserve Region, Ellington AFB, Tex.; and
- The Western Air Force Reserve Region, McClellan AFB, Calif.

Each region is headed by a Reserve major general who is an Air Reserve Technician—a civilian employee of the United States Government and a member of the USAFR who provides permanent party support to a Reserve unit. Air Reserve Technicians are employed in USAFR units to provide the daily support required by the units to attain and maintain mobilization readiness. They are civil service employees full-time and reservists part-time.

There are three Reserve categories: Ready, Standby, and Retired. The Ready Reserve is that part of the Air

Force Reserve which may be immediately called to active duty in an emergency declared by the Congress, proclaimed by the President, or otherwise authorized by law.

Both Standby and Retired Reserve members may be ordered to extended active duty only in time of war declared by Congress or in national emergency. Upon reaching age 60, a reservist with 20 or more years of creditable service, becomes a regular, retired member of the Air Force with all the attendant privileges.

The primary mission of the Air Reserve Personnel Center (ARPC) is to mobilize up to approximately 500,000 air reservists in the event of a national emergency. The center also administers and manages individual pay and nonpay Reserve programs for Ready Reservists.

ARPC performs career development, assignment, classification, promotion, discharge, retirement, and other personnel actions for the Air Force Reserve.

The center provides officers to the active force through direct appointments of professionals such as doctors, nurses, and lawyers, and Officer Training School graduates.

ARPC maintains officer master personnel records and also performs routine personnel matters for the Air National Guard.

INDIVIDUAL PROGRAMS

Individual Reserve programs are designed to add elements necessary to the active Air Force's wartime surge capability. Individuals may serve in pay positions similar to unit members, or in nonpay programs which allow reservists to participate for retirement points only.

Nonpay reservists can, in addition, serve special active-duty manday tours when requested to do so.

PAY POSITIONS

Mobilization augmentee (MA) positions are available at Air Force headquarters, major commands, separate operating agencies, and certain interservice activities. The augmentees work side by side with their active-duty counterparts in practically every career field and provide a vital backup in the event of a mobilization. Following are examples of MA positions:

- Reserve Supplement Officers—trained to fill nonrated positions held by rated active-duty officers.
- Air Force Defense Civil Preparedness Liaison Officers—perform peacetime training at the Air Force Reserve region headquarters and in wartime would serve as a liaison between the Defense Civil Preparedness Agency, the Office of Defense Resources Regional Directors, and the U.S. Air Force in support of wartime requirements.
- Base Disaster Preparedness Augmentation Officers—augment the base disaster preparedness officer.
- Civil Defense Liaison Officers—assigned to State Adjutants General to coordinate matters pertaining to Air Force support in civil defense.
- Reserve Chaplain Program—augment active-duty chaplains.
- Reserve Judge Advocate Program—Staff Judge Advocate officers who augment active-duty Judge Advocate Group operations.
- Air Force Reserve Medical Mobilization Augmentees—augment active-duty medical personnel.
- Defense Civil Preparedness Mobilization Designee Program—provides a trained resource to local, state and federal civil defense agency staffs in the event of war or peacetime disasters.

NONPAY POSITIONS

U. S. Air Force Reserve nonpay positions include:

- Air Reserve Information Squadron Program—supports Air Force and Reserve information objectives as well as community and civic actions projects.
- Air Force Reserve Officer Training Liaison Officers—provide counseling, information, career guidance, and assistance to prospective Reserve Officers Training Corps applicants at educational institutions.
- Chaplain Area Representatives—serve active-duty and retired military personnel and their families.
- Civil Air Patrol Reserve Assistance Officers—advise and assist Civil Air Patrol unit commanders.
- Medical Services Personnel—both officer and airmen in Ready Reserve status receive training at local Air Force, Air Force Reserve, and Air National Guard medical facilities.
- Medical Services Liaison Officers—Air National Guard and Air Force Reserve officers who are faculty member of, or affiliated with the schools where they conduct information and recruiting programs.
- Air Force Academy Liaison Officers—provide counseling, information, career guidance and assistance to prospective applicants, youth groups, and educational institutions.

RESPONSIVENESS

The operations of the USAFR are best characterized as diverse, flexible, and adaptable. The dynamic quality of USAFR operations is captured in the following highlight events of recent years:

Korea—Before the Korean war had run its course, more than 147,000 Air Force reservists, including approximately 29,000 who were members of the 25 Air Force Reserve wings, were recalled to active duty.

Berlin—When the 1961 Berlin Crisis erupted, two Reserve troop carrier wings with their five troop carrier squadrons and supporting elements were activated and remained on active duty for approximately one year.

Cuba—During the Cuban missile crisis of October-November 1962, eight Air Force Reserve troop carrier wings and six aerial port squadrons were recalled to active duty.

Dominican Republic—Although no Reserve units were mobilized during the 1965 crisis in the Dominican Republic, reservists played a

Air Force Reserve unit medical personnel make a substantial peacetime contribution to the regular Air Force.

significant role assisting with the evacuation of American citizens from the island and airlifting supplies and equipment into the area.

Pueblo Crisis—In January and May of 1968, the President mobilized units of the Air Force Reserve because of increases in the level of Communist aggression in Korea and South Vietnam and a need to support U. S. commitments, not only in these areas but around the world.

Middle East—During the 1973 Middle East crisis, Air Force Reserve associate units played an important role in the accomplishment of a timely and highly effective airlift operation. Some 630 Reserve crewmembers volunteered for Mideast trips and more than 255 actually flew transatlantic flights, with 152 going to Israel and 24 all-Reserve C-141 crews landing in Tel Aviv. Perhaps even more important was the fact that 1,596 other air reservists flew as aircrew members on other Military Arilift Command (MAC) worldwide missions during the same period. A total of 1,853 air reservists participated in the strategic airlift missions, freeing their active-duty counterparts for other requirements.

AFRES has overall responsibility for all Air Force operations in natural disasters, and provides operational control over all active and Reserve Air Force elements employed in such mercy missions as airlift of supplies to victims of hurricanes, tornadoes, and other domestic emergencies.

FLYING PROGRAMS

Air force Reserve programs are characterized by their versatility. The flying program, with over 400 aircraft, is the largest and most vital of all Reserve programs. Missions and aircraft include tactical airlift units equipped with C-130 Hercules, C-123K Provider, and C-7 Caribou transports; tactical fighter units equipped with A-37 jet attack aircraft and F-105 Thunderchief tactical bombers; and aerospace rescue and recovery squadrons equipped with HC-130 aircraft, HH-1 and HH-3 helicopters; and CH-3 special operations squadron; and an airborne early warning and control squadron equipped with EC-121 aircraft.

An innovation in the flying program, designed to train and productively use reservists in firstline aircraft, was initiated in early 1968. Titled the Associate Unit Program, it consists of forming unequipped Air Force Reserve units as associate elements of MAC C-141 Starlifter and C-5 Galaxy units. The same concept is used in the C-9 Nightingale aeromedical airlift group.

MEDICAL PROGRAMS

Air Force Reserve unit medical personnel make a substantial peacetime contribution to the regular Air Force through byproducts of their operational readiness training.

Medical reservists staff clinics, conduct school health programs, and provide specialized consultations. Annual accomplishments include aeromedical evacuation missions, approximately 30,000 dental examinations, more than 6,000 flying and 14,000 nonflying physical examinations, about 90,000 immunizations, and other diversified medical procedures.

RESERVE SUPPORT ELEMENTS

Some 250 Air Force Reserve support elements are assigned to AFRES. These include the following:

- Maintenance Squadrons (Mobile)—provide maintenance and crash-damage repair assistance to U. S. Air Force aircraft and augment Air Force Logistics Command (AFLC).
- Supply Squadrons (Mobile)—support mobile maintenance squadrons with specialized supply assistance during critical periods.
- MAC-Gained Associate Unit Medical Elements—provide aeromedical services and medical examination support for associate squadrons (C-141 and C-9).
- Aerial Port Squadrons—furnish cargo, mail, passenger, and patient handling services for transport aircraft at their assigned locations.
- Communications Flights (Support)—assigned to selected bases to operate and maintain fixed-ground communications in support of Reserve Flying activities.
- Civil Engineering Flights—provide specialized civil engineering capability for tactical and special air warfare units and special contingency requirements on short notice or in support of bare-base operations.
- Civil Engineering Units/Flights, Heavy Repair—offer rapid response capability to provide heavy repair and upgrade of operational facilities in support of Tactical Air Command and Air Force worldwide contingency requirements.
- Weapon System Security Flights—provide physical security of U. S. Air Force aircraft and may augment the base weapon system security functions to enable them to support additional workloads.
- Mobility Support Flights—provide base augmentation to bolster existing support organization at a main operating base.
- Air Logistics Center Augmentation Squadrons—designed to provide functional staff support to AFLC air logistics centers.

Modernized Naval Reserve Organized Under New Single Command

Naval Reservists carry out an amphibious assault—by air, sea and land.

A new Active/Reserve partnership has paved the way for a modernization effort that is giving the Naval Reserve more fleet-compatible hardware and equipment. As an initial step, the headquarters for the surface and air communities of the drilling reserve were combined into a single command. This action established a Chief of Naval Reserve and a consolidated staff with headquarters located in New Orleans, Louisiana, in early 1973.

The streamlining and consolidation of Reserve management created *one* Naval Reserve, headed by a three-star admiral. As Chief of Naval Reserve, he is the commander responsible for Reserve readiness and training. In effect, he is the manager of all resources—people, money and materials—of the Naval Reserve.

The admiral also wears a second hat as Director of Naval Reserve in the Office of the Chief of Naval Operations. In this capacity, he is deputy to the CNO and his principal advisor on Reserve matters. He is responsible for establishing and justifying Reserve funds appropriated by Congress for operations, maintenance and construction programs. He is also responsible for the development of Naval Reserve plans, policies and programs.

RESTRUCTURE

Restructuring of Naval Reserve programs and units began about two years ago and has since been an on-going process. The reorganization provides for 11 basic Reserve programs that parallel those of the active Navy. The programs include Submarine Forces, Mine Forces, Cargo Handling Forces, Construction Forces, Amphibious Forces, Marine Corps Forces, Naval Special Warfare Forces and Special and General Support Forces.

The first 10 programs are mission-oriented, each under the sponsorship of a Navy-wide manager, and they relate directly to ships, aircraft and/or hardware, and their direct support. Program 11 involves a number of specializations and is currently divided

E-1 aircraft of a Naval Reserve carrier airborne early warning squadron await their next assignment.

into 25 subprograms such as law, medicine, public affairs and supply.

FIVE CATEGORIES

Reserve units have been organized into five basic categories, each with its own mission and mobilization element.

The categories are: (1) Complete Capability Response Unit or CRU; (2) Ship or Squadron Reinforcement Unit or SRU; (3) Other (than platform) Reinforcement Unit or ORU; (4) Individual Reinforcement Unit or IRU and (5) Ready Reserve Unit or RRU.

The first four categories are composed of Selected Reservists who occupy firm mobilization billets and are in a drill pay status. The fifth category is composed of Ready Reservists who are required for full mobilization, but would be recalled as part of the phased-forces augmentation. Although they are affiliated with the Naval Reserve in an active capacity, they train in a non-pay drill status.

The Complete Capability Response Unit is a self-contained unit, a ship, squadron or battalion, with complete capabilities upon recall. Its manpower requirements are filled by Selected Reservists, combined in many instances with an active duty nucleus. The unit either "owns and lives with" its own hardware or its hardware is pre-designated for use in a contingency. Hardware requirements range from weapons systems, ships and aircraft to equipment and tools.

The Ship or Squadron Reinforcement Unit is a mission-oriented, task-performing augmentation unit with a mix of specific skills needed to bring an active duty Navy (a ship or aircraft squadron) up to full battle manning. It is tailored to a specific ship class or aircraft squadron type, and operates equipment and uses facilities of the parent unit.

The Other Reinforcement Unit is also a mission-oriented, task-performing unit with a mix of skills designed to augment a specific type of shore establishment or staff unit. The ORU operates the equipment and uses the facilities of its mobilization activity.

The Individual Reinforcement Unit is designed as a source of Selected Reservists available for immediate mobilization as individual augmentees for the three units previously described. Mobilization assignments of IRU personnel are with CRU's, SRU's and ORU's which have been unable to fill authorized and required skills within their particular geographic locations. IRU members drill and train at the nearest reserve activity. Upon mobilization, they would join with Selected Reserve units from other locations at the appropriate mobilization site.

The Ready Reserve Unit provides meaningful and productive training for qualified Ready Reservists who are required for full mobilization but who are not members of the Selected Reserve.They are available for recall in accordance with public law, and theyalso represent a skill pool from which billets in CRU's, SRU's, ORU's or IRU's can be filled as vacancies develop.

TRAINING TECHNIQUES

While the Naval Reserve is busy addressing mobilization problems, progress is being made in developing new training techniques, improving Naval Reserve centers and facilities, and consolidating training and administrative management of the surface Reserve.

One of the most significant steps toward improving overall management of the surface training program has been the establishment of Naval Reserve readiness commands (REDCOMS), which report to and function under the command of the six Naval District commandments who have Reserve responsibilities.

Most of the REDCOMS are commanded by inactive duty Selected Reserve flag officers and staffed by a combination of active duty and inactive duty personnel. The REDCOMS provide the reserve with an additional means of bringing its own senior leadership to bear in reaching full mobilization readiness status.

A new dimension is being added to the surface training environment through the installation of Ship Operational Trainers—called SOTS—at selected drill sites throughout the country.

The SOT is an integrated simulator complex of command and control, bridge, damage control, engineering, and communications spaces, with modern target generators, problem generating devices and a recording capacity. These new trainers are designed for flexibility, and they are able to simulate almost any type ship.

Working in close liaison with the Chief of Naval Education and Training , surface reserve training planners are upgrading training capabilities in such areas as audio-visual aids and technical learning centers.

Another aspect of the reserve surface training problem involves inland reservists and those not within reasonable commuting distance of fleet installations. To meet this challenge, plans call for these reservists to be airlifted periodically for what is termed "Weekend Away Training." The Department of Defense has assigned responsibility for airlift of this type to the U. S. Air Force.

On another front, a two-year test has recently been implemented by the Navy to evaluate various mixes of active and reserve personnel on surface combatants. Called Ship Mobilization Operational Readiness Evaluation, the test will determine the feasibility of increasing the role of reservists on surface combatant ships.

Surface planners, along with the Office of the Chief of Naval Operations (OPNAV) and elements of the active fleet, are working hard to identify and develop new and expanded missions for the Naval Reserve which are realistic and complement Total Force requirements. As a result, considerable progress is being made in developing and expanding Reserve capabilities in such areas as Mobile Inshore Undersea Warfare.

AIR COMMUNITY

The Reserve air community underwent a major reorganization five years ago and is now comprised of squadrons that are near duplicates of their fleet counterparts. (Reorganization of Reserve surface and shore establishment elements has been more recent and decidedly more complex.)

The Naval Reserve aviation community enjoys greater stability and is less affected by the continuous wave of change brought on by restructuring than the Reserve surface community, primarily because its hardware exists outside the fleet aircraft inventory. It is a striking example of the "hardware-oriented" type of Reserve which the Total Force Navy requires.

Due to the large number of Vietnam veteran pilots and Naval Flight Officers, many Reserve tactical squadrons have a significantly higher level of combat experience than their fleet counterparts.

Feasibility studies into a new Reserve Merchant Ship Defense System are underway. If results are positive, it could mean the development of an additional all-reserve mission—that of providing ASW helicopter protection for merchant shipping.

Four Reserve air transport squadrons provide airlift support for active and Reserve requirements with a fleet of 30 C-118 transport aircraft.

Efforts are being made to modernize and upgrade Naval Reserve participation in Navy airlift. An affiliation program has led to the establishment of two Naval Air Reserve Force squadrons employing six newly acquired C-9 jet transports. These squadrons are operated as part of the current active Navy lift and separate from the present Naval Reserve airlift of 30 C-118's.

Steady progress is being made in increasing combat readiness and upgrading proficiency training throughout the air community. In an effort to expand readiness in Reserve carrier air wings, plans are being formed for each wing to spend its period of active duty for training aboard the Navy's 13th carrier which will be designated as a training platform for use by the Reserve tactical air squadrons.

If the plan is implemented, it will mark the first time the Navy has designated a carrier with a mission of training reservists while providing a force expansion capability for contingencies. Continuing operational requirements severely limit the amount of deck time that may be allocated to train Naval Reserve aviators aboard fleet CVs that are in a rotation status.

STRENGTH DROPPED

Within the past few years, the total strength of the Selected Reserve has dropped from 129,000 to an authorized strength of 117,000, although Congressional funding limited the Naval Reserve in FY '75 to an end strength of about 111,000. Personnel turbulence, reconfiguration actions and uncertainties associated with the FY '76 appropriation resulted in an actual FY '75 end strength of about 100,000.

For FY '76, the House authorized an end strength of 106,000, while the Senate limited its authorization to a man-year average of 92,000. Later, a Joint House-Senate Conference Committee approved funding for a FY '76 end strength of 102,000.

Based on recommendations from the active fleet, Navy planners size the Reserve mobilization requirements to available hardware. As the number of ships in the fleet is reduced, so is the requirement for Reserve augmentation. This has a direct and continuing effect on Selected Reserve sizing.

In today's Selected Reserve, a mobilization billet must be clearly and fully justified by fleet requirements. As requirements change in the active fleet, there is a direct impact on the size of the Selected Reserve.

The actual numbers of reservists required are directly related to the manning policies of the regular Navy for combat and support elements; the skill shortfalls which are a "fact of life deficiency" in current ships' complements; and the ability of the regular Navy to recruit, man and retain necessary skills within budgetary authority.

The combined effect of changes brought about by Naval Reserve reorganization has been encouraging in the context of increased national defense preparedness. The ultimate objective—under the DoD total force planning policy—is to strengthen, upgrade and integrate the Naval Reserve into a full and equal partnership with the active Navy.

Splendid Spirit Hallmark of Marine Corps Reservists

THE MARINE CORPS RESERVE

"Without the Reserves, the Inchon landing on September 15 would have been impossible . . . . they needed no particular refresher course to renew the amphibious skills they had learned during World War II . . . . Reservists were quickly integrated into the Division and they all became Marines with as splendid a Marine spirit as the Regulars."

—Gen. O.P. Smith, USMC

When General Smith made that statement in Korea in 1950, he was echoing the thoughts of a long line of Marine commanders who have had components of the U.S. Marine Corps Reserve augment their commands, or who have worked closely with Reserves in combat situations over the years.

Today's Reserve is more ready than ever before. Units stand ready to answer the call to combat under any conditions, anywhere in the world. The rapid mobility capability of Reserve forces, both air and ground, insure the Regular establishment of an aggressive, well-trained and high spirited "backup" should that call ever come.

TRAINING

A young man or woman reporting for training to the local Marine Corps Reserve unit can be assured of joining a unit supported by the Regular Marine Corps, but guided and commanded by a Marine Reserve much like themselves. This commander will be two times a professional. He will be a vital member of his community and he will also be a professional Marine leading a Reserve unit and solely responsible for the training and well-being of his reservists.

The training programs administered by the various Reserve units across the nation draw upon their commanders' experience. The unit commander knows available training areas near his "command post." And, he can provide the Reservists with meaningful experiences that produce cost-effective training. Together with the unit's Regular counterpart, the unit commander plans programs that are currently in line with the combat training being carried out at Marine Corps bases for Regular marines. This coordinated training provides a close-knit relationship between the Reserve-Regular forces so that in event of mobilization the "catch-up" time is minimized. Most importantly, the reservist is exposed to interesting and pertinent training modes.

What can the Marine Corps Reserve offer today's young people? The

answer is mixed with futuristic ideas and the age-old tradition that has made the Marine Corps the time-tested, combat-proven organization that stands proudly with all others.

Maj. Gen. Michael P. Ryan, the Director of the Marine Corps Reserve, believes that today's young Americans need a positive and challenging program to generate and maintain their interest in the Reserve, and that the Reserve can provide such a program. In the past several months, his staff has introduced new and innovative ideas into the training goals of the Marine Corps Reserve. First, there has been and will be more training with members of active and reserve establishments of other services. This means participating in air-lift operations, jungle training, artillery fire exercises, infantry training with Army units, air-naval gunfire exercises and a host of others. Expanding into these areas provides Marine reservists the opportunity to experience first-hand the way the integrated forces would work if a national emergency, or even a "brush-fire war," were to occur. It's a new and exciting idea that has been received well by those reservists who have participated thus far and the program is being expanded.

Today's Marine Corps Reserve includes 31,399 men and women in an "active" status. That is, they are members of organized units and drill on a regular basis. Behind these stand another 92,500 reserves in an "inactive" status. They too are tested Marines who have served many years in either the active or reserve establishments . . . or both. From this pool of experience comes first-hand knowledge of the Marine Reserve system works as well as where it needs improvement. These Marines, active and inactive Reserves, are fused into a solid, dynamic force in readiness.

Although women reservists have been in the Marine Corps picture for many years, only recently have they been in a position to acquire military occupational specialty (MOS) consideration in other than basically administrative jobs. Today's Reserve forces are actively recruiting young women to join, and remain in, the Reserve establishment. The jobs are many from secretary to computer specialist to aerographer. With the recent world-wide emphasis on women's equality, the U. S. Marine Corps Reserve has responded by offering women a wide-range of activities within the environs of their hometown. Also, women receive all benefits afforded to reservists. With good pay, promotion and job training, the young woman of today can indeed find a place for herself in the U. S. Marine Corps Reserve.

EQUIPMENT

The Marine Corps Reserve today is being equipped with the same weaponry and technical support equipment that the Regular establishment uses. This ranges from the most expensive aircraft to the most basic form of combat equipment. The Marine Corps Development Command, headquartered at Quantico, Virginia, makes no distinction between the two entities when equipment use and design comes into play. Reserve units are being constantly upgraded in both manpower and equipment.

Reserve officers have an opportunity, in many instances, to assist in the development of equipment. They are assigned to study groups by the Commandant for many reasons. Some of the expertise they bring to the Marine Corps is a direct reflection of their civilian jobs. Engineers, mathematicians, scientists, technicians, writers and a host of other civilian specialists are available through the Marine Corps Reserve. This availability of knowledge and leadership in industry has long been recognized as vital to the development of programs beneficial to the U. S. Marine Corps.

The Marine Corps Reserve provides its civilian experts with the opportunity to exercise and improve leadership and levels of responsibility. This is returned to the civilian world when the circle of citizen-soldier is completed. The Marine Corps' current high state of readiness—both in training and in the equipment used—is a direct result of this mutually-supporting circle.

BENEFITS

Schools, both military and civilian, are available to today's Marine reservists.

The Marine reservist is entitled to all benefits provided by law to reserve establishments of all the armed services.

Benefits like a retirement program, the use of commissary and base exchanges during those periods of active duty or drill, use of military clubs, plus the pride of being associated with one of the finest fighting forces in the world.

Add to that the opportunity to be a marine on an even par with members of the Regular component. During his first months in the Marine Corps, during "boot" camp, a reservist receives exactly the same training as a Regular marine. In fact, the recruit training program for marines shows no distinction between regular or reservists. The recruit training units at Parris Island, South Carolina, and San Diego, California, are well mixed with both.

The attractions of the Marine Corps Reserve are many including the opportunity to be a Marine in every sense of the word, while serving country and Corps at home.

TO THE FUTURE

When General Louis H. Wilson became Commandant of the Marine Corps in mid-1975, he had a short, complete command for his Marines: "Get in step!" He made no distinction between Regular or Reserve marines. Accordingly, the U. S. Marine Corps Reserve has reacted in the same manner as marines around the world. The future years are to be exciting times in the Corps. Training will be harder. Standards will be higher. And, the total committment to country and Corps will be re-emphasized time and again.

Coast Guard Reserve Prepared For Wartime Mission Responsibilities

Coast Guard Reserve rescue team evacuates a family during a flood in the Mississippi Valley.

The purpose or mission of the Coast Guard Reserve is to provide trained units and personnel for active duty in time of war or national emergency—to fill the needs of the parent service whenever more units and personnel are needed than are in the regular component.

Coast Guard mission assignments in the event of war or national emergency stem from two major sources. First are the statutory missions assigned to the Coast Guard by law, such as safety of the Nation's ports and waterways, maritime law enforcement, search and rescue, commercial vessel safety, polar and domestic icebreaking, as well as others. Most of these activities would continue at an increased level in wartime. Some—such as port safety—would expand dramatically in wartime because of the need to protect the Nation's ports and waterways.

Other major wartime mission assignments result from war plan tasking developed by the Joint Chiefs of Staff and assigned to the U. S. Navy. The Navy, in turn, reassigns certain of these tasks or portions thereof to the Coast Guard. These include port security, inshore undersea warfare, anti-submarine warfare, etc.

MANPOWER NEEDS

Based on these wartime mission responsibilities, the Coast Guard determines overall manpower needs, and essentially, the requirements in excess of the Coast Guard's active forces represent the additional manpower requirements for mobilization. The most critical of these requirements, the "early response mobilization requirements"—those that must be filled during the first 30 days following an order to mobilize—are scheduled to be filled by the Ready Reserve.

The Coast Guard Selected Reserve is that portion of the Ready Reserve with highest priority for mobilization. It is the "readiest" portion of the Ready Reserve. Ideally, the Selected Reserve would be of sufficient size to

be able to fill all early response mobilization requirements. However, because of budgetary constraints and other practical considerations, Coast Guard planning calls for manning of the highest priority of the early response billet requirements by members of the Selected Reserve.

Because of their highest priority for mobilization as well as the need to be at the highest level of training and readiness, the men and women of the Selected Reserve are in paid training status. Most members are required to perform 48 drills and 2 weeks training duty annually. All are preassigned to fill specific mobilization billets and are required to report within three days following an order to mobilize. Each member carries pocket card mobilization orders listing his or her mobilization assignment and reporting location.

AUTHORIZED STRENGTH

The current authorized average annual strength of the Coast Guard Selected Reserve is 11,700. These members are assigned to 226 Coast Guard Selected Reserve units located in 43 states (including Hawaii) plus units in Puerto Rico and Guam. These units are supervised by 62 Reserve group commanders who in turn report to the commanders of the 11 Coast Guard Districts in which reserve units are located. There are no reserve units in the Seventeenth Coast Guard District (Alaska).

The Coast Guard relies on the Individual Ready Reserve (IRR)—the remaining portion of the Ready Reserve not in the Selected Reserve—to fill those early response mobilization billets that cannot be filled by the Selected Reserve. The IRR consists principally of Coast Guardsmen who have completed a four-year tour of active duty in the Coast Guard, decided not to reenlist and by law are required to be transferred to and remain in the reserve until completion of six years total service. Although the approximate 10,000 members of the IRR do not perform training and are not necessarily in the grades and specialties most needed to fill early response mobilization requirements, they constitute a valuable pool of trained personnel because of their recent active duty Coast Guard experience. Members of the IRR are required to report within 30 days following a call to mobilization and carry the same general type of pocket card mobilization orders issued to Selected Reserve members.

RESERVIST TRAINING

Up until the fall of 1971, the principal means of training Coast Guard Reservists was the classroom, supplemented by some on-the-job training, particularly during annual two-week training periods. This on-the-job training which provided some limited support to the Regular Coast Guard amounted to roughly 15-18 per cent of Reserve time.

Beginning at that time, based principally on Congressional recommendations that the Coast Guard develop a peacetime role for its Reserve, additional to training for its wartime role, a major change in training was initiated involving a move away from classroom-oriented training and toward operations-oriented training. This important change, designated as augmentation training, consists of direct, practical participation by members of the Selected Reserve in the day-to-day, peakload and emergency operations of the regular Coast Guard.

Within the next two years, augmentation training had built up to a level of about 65 percent of reserve time and by decision was stabilized at that level. Furthermore, it is expected to be held at that approximate level in the future with the remaining 35 percent of available time devoted to formal training which supplements augmentation training and to necessary administration.

By Commandant definition:

"Augmentation is any reserve activity that supports effective training for mobilization while meeting a stated need of an element of the Regular Coast Guard."

Under the augmentation training program, particularly in major port areas such as Portsmouth, Baltimore, Honolulu, New York, New Orleans, Houston, Seattle and San Francisco, reservists are fully integrated into the functions and responsibilities of Captain of the Port operations, conducting waterfront pier inspections, safety and environmental protection patrols and monitoring petroleum and hazardous material transfer and handling operations. At coastal search and rescue stations reservists are integrated into station operations, standing communications watches and participating as crew members of search and rescue boats. Many reservists have qualified as boat coxswains and boat engineers, and it is not unusual for a mixed Regular/Reserve crew to have a Reserve coxswain.

MANHOUR SUPPORT

As the result of activities such as those described above, reservists provided approximately 2.8 million man-hours of support to the Regular Coast Guard in both FY 1974 and 1975 through augmentation training while at the same time enhancing their individual and collective readiness for mobilization. Most of this is accomplished on weekends; however, when their civilian work schedule will permit, it is not unusual to find reservists performing augmentation training on week days.

One of the newest augmentation training activities involves the establishment of a Selected Reserve back-up unit for Coast Guard Headquarters Flag Plot. These reservists stand regular duty-officer watches at this very important nerve center of the Coast Guard. In addition, they participate in worldwide command post exercises and permit Regular Coast Guard Flag Plot watch standers to concentrate on peacetime operations.

There are several augmentation activities that are particularly worthy of mention:

A Coast Guard cutter is tied up at the dock with seized Cuban fishing vessel.

The summer of 1975 was the third successive summer that reservists manned three Coast Guard search and rescue stations in the Great Lakes—Manistee and Harbor Beach, Michigan, and Plum Island, Wisconsin. These stations had been closed by the Coast Guard as an economy measure in 1973, but were subsequently re-opened in mid-summer of that year when Congress agreed to their being manned on a full-time basis by reservists for the summer season only. An additional station, Atlantic Beach on Long Island, N. Y., was similarly manned by reservists for the first time during the summer season of 1975. The record for these periods of time shows 17 lives saved; 976 persons assisted, and property valued at more than $2.6 million saved during some 537 search and rescue cases.

TRAINING VESSELS

The Coast Guard Reserve operates and maintains one Reserve training vessel. Until the end of June 1975 that vessel was the high endurance cutter *UNIMAK*, a 311 foot ex-Navy seaplane tender. For the past several years, *UNIMAK* was committed to ast east coast offshore fisheries patrols and conducted Reserve training in sea-going ratings with reservists fully integrated into the crew under actual operating conditions. In 1974 her activities included the seizure of two foreign flag vessels illegally fishing in the U. S. Contiguous Zone. *UNIMAK* was retired from service last summer and has been replaced by the modern 210 foot medium endurance cutter *RELIANCE*. The same schedule of operational patrols is continuing while concurrent Reserve training has been accelerated to include full integration of reservists into the skeletonized active duty crew at all times, both underway and in port.

PUBLIC LAW 92—479

An important additional responsibility was placed on the Coast Guard Reserve by enactment of Coast Guard-sponsored PL 92-479 on Oct. 9, 1972. This legislation provides authority for the emergency augmentation of the Coast Guard by reservists during serious natural or man-made disasters such as hurricanes, floods, and catastrophic explosions. Since Presidential approval is necessary before reservists can be activated under this legislation, it can be evoked only for major catastrophies. Previously, the authority was used only twice—for the call-up of two groups of reservists during the disastrous flooding of the Mississippi River Basin in the spring of 1973. A total of 134 Coast Guard reservists provided approximately 810 man-days of assistance to the hard-pressed local Coast Guard forces in the St. Louis area. The assistance consisted of operating flood relief boats, evacuating flood victims; transporting law enforcement officials, flood workers, and utility servicemen; moving tons of equipment and supplies, conducting anti-wake and anti-looting patrols, and also operating the vessel traffic system in Louisville, Kentucky.

On other occasions, reservists have voluntarily and promptly been available to aid the local Coast Guard forces when disaster struck. For example, in January 1975, following the collision of the tankers *CORINTHOS* and *EDGAR M. QUEENY* in the Delaware River, south of Philadelphia, 61 reservists reported for duty to assist the regular Coast Guardsmen.

TRAINING CATALYST

In general, augmentation training has been the catalyst that has revitalized and brought a new sense of purpose to the Coast Guard Selected Reserve. While representing about 65 percent of training time, it should be emphasized that it is not the sole method of training. Formal training continues to be a necessary and important ingredient to balance and complement ingredient to balance and is obtained through augmentation.

The benefits to the Reserve are improved morale and motivation; a high retention rate; a program that attracts sufficient numbers of applicants, including an increasing number of ex-Regular members of the Coast Guard; and a very satisfactory and improving readiness posture. Coast Guard reservists generally feel that they are performing meaningful and worthwhile activities and providing a return to the taxpayer.

The principal benefit to the Regular Coast Guard is support that extends and expands the capability of the Coast Guard to meet its many and diverse responsibilities, most of which would continue at an increased or significantly increased level in wartime. It should be noted, however, that except in time of war or national emergency, augmentation training is not intended, nor is it considered feasible, for part-time reservists to replace or substitute for full-time regular personnel other than for temporary or limited duty assignments.

The benefit to both regular and reservist is a growing mutual respect and awareness of the capabilities and responsibilities of each which has generated a very high degree of Regular-Reserve compatibility in the direction of a "One Coast Guard."

Dear Employer...

Employers have been the backbone of civic support for Reserve forces since the earliest days of the American colonies.

Today between one per cent and two per cent of the Nation's work force is needed in the Guard and Reserve, and these citizen-soldiers, sailors, marines, airmen, and members of the Coast Guard Reserve deserve the support and encouragement of every American employer. How can the employer help?

If he has members of the Guard or Reserve working for him, here are seven ways he can help:

1. **Let everyone know that he is in favor of the '76 Minuteman method of backing up our full-time forces.** It's a voluntary system, it costs much less, and it has worked for 3-1/3 centuries.

2. **Establish personnel policies which encourage employee participation in the Guard and Reserve.** Make sure his supervisors and foremen are fully aware of these policies.

3. **Recognize his members of the Guard and Reserve through his company publications.** Call attention to their patriotic part-time acitivities and achievements.

4. **Assure his employees who are members of the Guard and Reserve equal opportunity for raises and promotions.** Don't hold it against them that they are away for military training a few days a year.

5. **When hiring or promoting, consider it a "plus" if the applicant or candidate is a member of the Guard or Reserve.** These men and women are increasing their leadership ability and learning discipline.

6. **Encourage young people, employees, and friends to join the local Guard or Reserve unit.** They will receive fine technical training, good part-time pay, and leadership opportunities that will make them even better citizens.

7. **Sign the Statement of Support of the Guard and Reserve.** The '76 Minuteman method of national defense has been a practical partnership between employers and employees since 1636. Here is a way to demonstrate his support for this effective system.

(Signature of Authorized Official)

COMMANDERS DIGEST

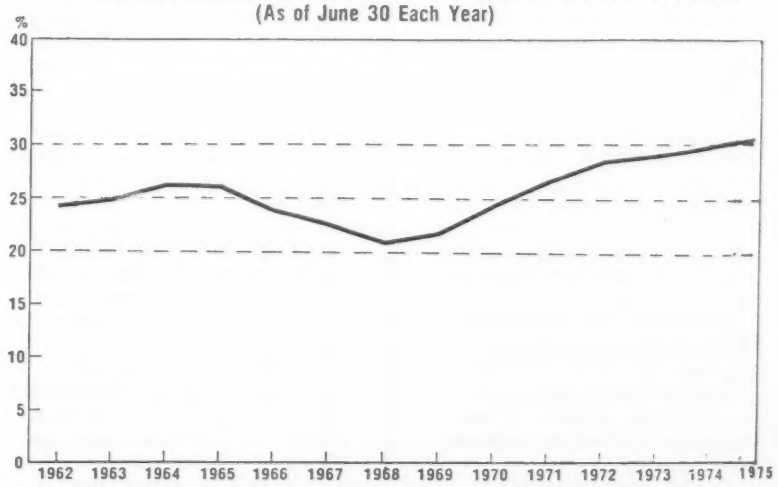
Vol. 19, No. 3, January 29, 1976

A publication of the Department of Defense to provide official and professional information to commanders and key personnel on matters related to Defense policies, programs and interests, and to create better understanding and teamwork within the Department of Defense.

Published weekly by the American Forces Press Service, 1117 N. 19th St., Arlington, Va. 22209, a unified activity of the Office of Information for the Armed Forces, OASD (M&RA). Reproduction of content is authorized.

Telephone: (202) OXford 4-5070
Autovon 224-5070

TOTAL SELECTED RESERVE AS A PERCENT OF TOTAL DOD MILITARY MANPOWER
(As of June 30 Each Year)



Today, the Nation's defense policy (Total Force Program) along with manpower economies requires that a sizable portion of our forces-in-being be National Guardsmen and Reservists. If we are to get the most from our manpower dollar, more dependence on Reserve Forces is called for. The monetary value of our Guard and Reserve can be estimated very easily—the Selected Reserve provides about 30 percent of our military manpower at a small fraction of the cost which would be required to maintain this percentage in an active status.-

Reemployment A Right Of All Guard & Reserve Members

The laws assuring reemployment rights to all members of the Guard and Reserve are now contained in Chapter 43, Part III, Title 38, United States Code.

Previously, the statutory reemployment rights protecting Guard and Reserve members from loss of job security or benefits of any nature, including earned vacation time because of such affiliation, were part of section 9 of the Military Selective Service Act, as amended. On December 3, 1974, the Vietnam Era Veterans' Readjustment Assistance Act of 1974 (Public Law 93-508) was enacted by Congress. Sections 404 and 405 of that act expanded reemployment rights for members of the Armed Forces to cover reemployment with State and local governments, and codified this expansion and certain other changes, as well as all of the rights previously provided in section 9 of the Military Selective Service Act, into title 38 of the United States Code.

In accordance with the above statutes, a member of the Guard and Reserve shall, upon request, be granted a leave of absence by the individual's employer to satisfy a requirement for military training, including inactive duty training, whether such training is voluntary or involuntary.

Under the law, a Guard or Reserve member is entitled, upon completion of active duty for training or inactive duty for training, to return to his or her civilian position with such seniority, status, pay, and vacation as that individual would have had if he or she had not been absent for such purposes. Other provisions protect the employee should his or her return to work be delayed because of hospitalization, accident or other incident over which the employee has no control.

The law, however, does not require an employer to pay the employee during the period of military training nor is the employer required to make up any difference between civilian and military pay. Such actions, while practiced by many employers, are the prerogative of the employer.

In addition, an employer may not discharge an employee because of Guard or Reserve membership and activity.

The U. S. Department of Labor Veterans' Reemployment Rights Handbook spells out the requirements for both the employer and the employee and lists various examples to indicate how the law applies. One of those examples concerns an employee who stays in the Reserve longer than required to do so by law, and in furtherance of the part-time military career, volunteers to attend a five-month full-time Army training school. On receiving orders to the training school, the employee requests a five-month leave of absence from the company which is denied on the ground that the Reserve membership and military school attendance are purely voluntary and show that the individual has more concern for the Reserve avocation than for the civilian career. According to the manual, that employee has a statutory right to the leave of absence regardless of the fact that participation in Reserve training activities is voluntary.

Another example cited in the manual concerns an employee who receives orders to a three-week summer training cruise with a Naval Reserve unit from July 9 to 30, but does not inform the employer of this until the end of the work week at 5 p.m. on Friday, July 7. The individual's ship returns to port on July 29 and the reservists leaves for home on July 30 by private automobile. Engine trouble delays the return for two days and the individual does not report back to work until August 2. At that time the reservist is informed there is no longer a job with the company in view of the short notice given, failure to either report back to work on July 31 or to telephone ahead and explain the reason for delay in returning, and several previous instances of irresponsibility. The manual states that the individual is entitled to return to the civilian position. It goes on to say that while the reservist might have eased the matter by giving earlier notice of the scheduled cruise, advance notice was given and that is all the law requires. The two-day delay in returning would be considered as caused by factors beyond the individual's control and as a reasonable extension of travel time. The previous instances of irresponsibility evidently were not enough by themselves to justify discharge from the position, inasmuch as they had not in fact led to discharge; and the company cannot use the abrupt request for leave or the reasonable delay in returning as additional grounds for adverse action against the employee.

In the event of employer problems which cannot be resolved, Guard and Reserve members who are employed by the Federal Government or the United States Postal Service and Postal Rate Commission can appeal to the Civil Service Commission for assistance. All other employees, including those in private industry, can receive assistance from the Office of Veterans' Reemployment Rights, U. S. Department of Labor.

Statement of Support for the Guard and Reserve

We recognize the National Guard and Reserve as essential to the strength of our nation and the maintenance of world peace. They require and deserve the interest and support of the American business community, as well as every segment of our society.

In the highest American tradition, these Guard and Reserve forces are manned by civilians. Their voluntary service takes them from their homes, their families and their occupations. On weekends, and at other times, they train to prepare themselves to answer their country's call to active service in the United States armed forces.

If these volunteer forces are to continue to serve our nation, a broader public understanding is required of the total force policy of national security — and the essential role of the Guard and Reserve within it.

The Guard and Reserve need the patriotic cooperation of American employers in facilitating the participation of their eligible employees in Guard and Reserve programs, without impediment or penalty.

We therefore join members of the American business community in agreement that:

1. Our employees' job and career opportunities will not be limited or reduced because of their service in the Guard or Reserve;
2. Our employees will be granted leaves of absence for military training in the Guard or Reserve without sacrifice of vacation time; and
3. This agreement and the resultant policies will be made known throughout the organization and announced in publications and through other existing means of communication.

Secretary of Defense	Chairman National Committee for Employer Support of the Guard and Reserve	Title: _____ Employer

Statement of Support for the Guard and Reserve

We recognize the National Guard and Reserve as essential to the strength of our nation and the maintenance of world peace. They deserve the interest and support of every segment of our society.

In the highest American tradition, these Guard and Reserve forces are manned largely by civilians. Their voluntary service takes them from their homes, their families and their occupations. On weekends, and at other times, they train to prepare themselves to answer their country's call to active service in the United States armed forces.

If these volunteer forces are to continue to serve our nation, a broad public understanding is required of the total force policy of national security - and the essential role of the Guard and Reserve within it.

The Guard and Reserve need the patriotic cooperation of American employers in facilitating the participation of their eligible employees in Guard and Reserve programs, without impediment or penalty.

We therefore join members of the American business community in agreement that:

1. Our employees' job and career opportunities will not be limited or reduced because of their service in the Guard or Reserve;
2. Consistent with existing laws, our employees will be granted leaves of absence for military training in the Guard or Reserve without sacrifice of vacation time; and
3. This agreement and the resultant policies will be made known throughout the federal government and announced in publications and through other existing means of communication.

National Chairman
National Committee for Employer Support of the Guard and Reserve

President
United States of America

For sale by the Superintendent of Documents, U.S. Government Printing Office, Washington, D.C. 20402.
Subscription Price: $18.75 domestic per year; $4.70 additional for foreign mailing; 40 cents per single copy.
☆ U.S. GOVERNMENT PRINTING OFFICE 211/337/T-33